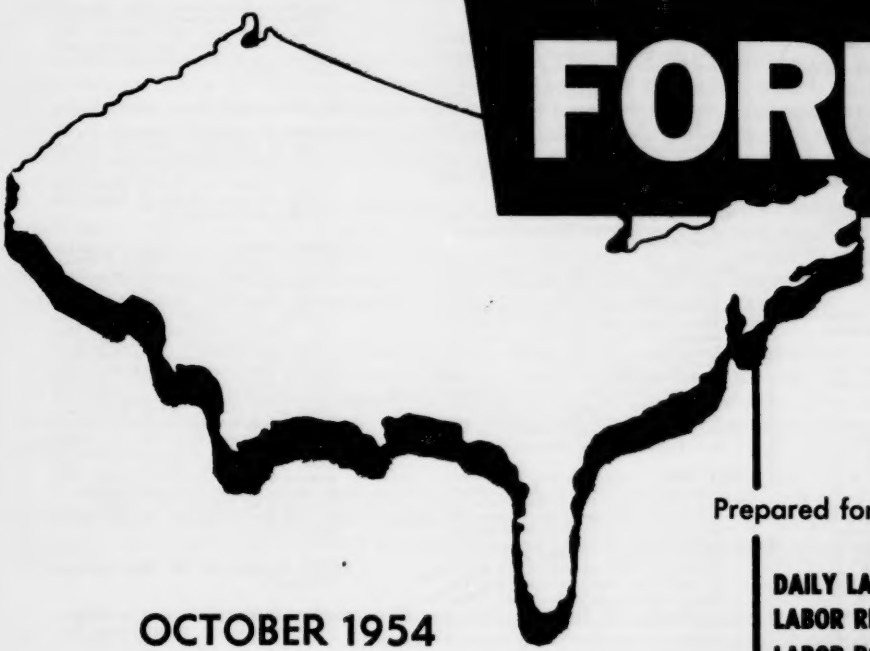
COMPUTING ABSENTEEISM RATES

Survey No. 27
of
BNA,s
PERSONNEL POLICIES

FORUM



OCTOBER 1954

Prepared for the users of:

DAILY LABOR REPORT
LABOR RELATIONS REPORTER
LABOR POLICY and PRACTICE
RETAIL LABOR REPORT
SERVICE INDUSTRIES LABOR REPORT

THE BUREAU OF NATIONAL AFFAIRS, INC.
1231 24TH STREET N.W., WASHINGTON, D. C.

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WHAT IS THE PERSONNEL POLICIES FORUM?

The Editors of The Bureau of National Affairs have invited representative personnel and industrial relations executives to become members of the 1954 Panel of the PERSONNEL POLICIES FORUM. These Panel members are top personnel officials in all types of companies, large and small, in all branches of industry and all sections of the country.

At regular intervals throughout the year BNA editors ask the members of the Panel to outline their policies and procedures on some important aspect of employment, industrial relations, and personnel problems. From these replies, the editors complete a survey report on the problem, showing prevailing practices, new wrinkles and ideas, and cross-section opinion from these top-ranking executives.

In many cases, the comments, suggestions, and discussions are reproduced in the words of the Panel members themselves. In effect, survey users are sitting around a table with these executives and getting their advice and experience on the major problems in this field facing all companies this year.

Results of each PERSONNEL POLICIES FORUM survey made during 1954 are printed in a special survey report which is sent, as part of the service, to users of these BNA labor reports:

Labor Relations Reporter—Labor Policy and Practice—Daily Labor Report—Retail Labor Report—Service Industries Labor Report

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COMPUTING ABSENTEEISM RATES

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INTRODUCTION

What constitutes absenteeism? This survey among members of the Personnel Policies Forum reveals the multiplicity of definitions applied to absence by personnel-industrial relations executives. Indeed, so little agreement is there on a specific and all-inclusive definition of absenteeism that, to a considerable extent, each firm interprets absence to mean something peculiar to itself alone.

To further complicate the problem, not all companies derive the same type of absenteeism rates. Thus of the approximately 50 percent of concerns which calculate such rates, some compute the percent of scheduled work-time lost, others the percent of work-force absent, and still others the average number of day absence per employee. In addition, a few firms attempt to figure the cost of absenteeism in dollars-and-cents terms.

The majority of companies which calculate rates seek to determine the percent of scheduled work-time lost; for the most part, these firms make some application of the general formula used by the Bureau of Employment Security of the United States Department of Labor. Despite this standardizing factor, however, variation in the steps taken in applying the formula add other elements of uncertainty in comparing the ensuing rates.

Specific absenteeism rates from 61 different companies, grouped by industry, are included in this survey. Because of the limitations suggested above, the rates of each company as listed in the tables are carefully footnoted to indicate specific conditions governing those rates. Comparisons of rates, while feasible, should be made with these conditions clearly in mind.

The final section of this survey attempts to arrive at a comprehensive definition of absenteeism based on the practices of companies participating in the Personnel Policies Forum. Similarly an attempt is made to suggest a uniform method of applying the most popular type of rate formula.

If you would like to have absenteeism rates of employees in your company -- as computed by means of this suggested standard formula -- compared with absenteeism rates in other companies, list the requested data on the tearsheet at the end of this report and mail to BNA. We are planning to issue another report, using the information which we receive on these tearsheets, and embodying rates which we feel will be more nearly comparable than those presently in use. All data submitted will be kept entirely confidential if so desired; copies of the report will be sent upon request to companies submitting these data.

(In the discussion which follows, "smaller" company refers to one with 1,000 or fewer employees, while "larger" company refers to one with over 1,000 employees.)

WHAT IS ABSENTEEISM?

Fully 50 percent of the companies represented on the Personnel Policies Forum compute absenteeism rates for their own employees -- yet only one-third of this 50 percent compare their rates with rates in other companies. What accounts for this seeming lack of follow-through?

The fact is that executives in the personnel-industrial relations field have never come to any generally accepted definition of absenteeism itself. This situation is reflected in the following comment by W. P. Bell, Personnel Manager, California & Hawaiian Sugar Refining Corp., Crockett, California:

> Attempts to compare our absenteeism rates with those of other companies have met with little success due to differing definitions of absence and the multiplicity of methods used to compute rates. Without some valid basis for comparison, a given percentage of absenteeism is rather meaningless.

Mr. Bell's complaint about differing definitions is amply borne out by the findings of this survey. The widespread variety in defining and treating various aspects of absenteeism is clearly shown in the replies given by Panel members on the following:

Absence for Less than a Full Day

If an employee fails to report for work as scheduled for less than a full day or shift, he is considered an absentee in 56 percent of companies; he is not counted as absent in the remaining 44 percent of companies.

Absence After Quitting Without Notice

An employee who has quit without giving proper notice is not counted as absent at all in 11 percent of companies. In the remaining firms, he is carried on the absentee rolls for periods ranging (in practically all cases) from one to seven days; in the great majority of cases this retention on absentee rolls is for a period of three or five days.

Absence While on Authorized Leave

An employee who, prior to being out, has received authorization for such absence, is not considered absent at all in 34 percent of firms. In another 8 percent of companies, he is kept on the absentee rolls no matter how long he stays on leave. In the remaining firms (comprising the majority), the employee is removed from the absentee rolls provided the leave reaches a certain length, usually anywhere from five to 30 days; in a few instances his name comes off the absentee list after as short a period as two days, or as long a period as one year.

Absence for Sickness or Accident

When an employee stays out because of illness or injury, he is classified as an absentee -- right up until the time he returns to work -- in 66 percent of all companies represented on the Panel. In most of the remaining companies, he comes off the absentee list (that is, he is put on leave) -- after an interval ranging from five to 30 days; in one case this interval is as long as a year, while in several other instances it is as short as one day or even shorter -- i.e., the period before the company is notified.

Excused Absence

On one aspect of defining absenteeism, executives are largely in agreement. Thus in 94 percent of all companies, an employee who fails to report for work is classified as an absentee even though he is subsequently excused for such failure.

Absence Under Other Conditions

In most companies, "job absence" includes all failure to report for work due to occupational or nonoccupational accidents or illness, and also all time taken off by an employee for personal reasons -- for instance, because of death or illness in the family. However, there are exceptions to this general pattern. For example, several firms exclude time lost through occupational accidents from job absence totals, while at least one company excludes time off for personal reasons.

Moreover, there appears to be no uniformity in the handling of time out for jury duty and military encampment duty; some companies count such time out as absence, while other firms exclude it from job absence figures. All companies, however, exclude vacation time from absence totals.

The magnitude of this failure to agree on a common definition of absence becomes overwhelmingly obvious when it is realized that, among the 74 companies on the Panel which compute rates, there are at least 50 different comprehensive definitions of the term.

METHODS OF COMPUTING RATES

In view of the great disparity in definitions of absenteeism, it is easy to see why in many cases comparison of absenteeism rates is not feasible. The problem is still further complicated by the fact that a number of different methods are used in computing such rates -- or rather, that a number of different types of rates are encountered, each designed to show a particular relationship. (Two companies on the Panel compute their absenteeism rates by more than one method.)

Percent of Scheduled Work-time Lost

The great majority of companies computing rates show the percentage of all scheduled work-time which is lost due to job absence. This relationship is derived by 63 companies (or 85 percent) of the total of 74 companies which compute rates. The general formula used by these companies is the one used by the Bureau of Employment Security (B.E.S.) of the United States Department of Labor -- namely:

$$\frac{\text{number of man-days lost through job absence during period}}{\text{(average number of employees) X (number of work days)}} \times 100 = \text{rate}$$

Of the 63 companies using the above procedure, 11 companies (or about one-sixth) substitute man-hours for man-days in both numerator and denominator. 1/ All of these rates, however, are broadly comparable with each other (subject, of course, to the limitations imposed by the specific definition applied to "job absence"); they are shown in Table I.

At the same time, the above method is open to certain criticisms. Thus John S. Bugas, Vice President in Charge of Industrial Relations, Ford Motor Company, Dearborn, Michigan, states:

> The B.E.S. formula could readily result in inaccurate statistics because of the "average number of employees" used in the denominator. That is, differences could arise because of the manner in which the average is computed, and because of the type of employment figure used (number on payrolls vs. the number actually working).

Lending support to Mr. Bugas' objections, several other Panel members spell out the manner in which they derive the "average number of employees"; in each case a slightly different basis for calculation is used. For example, Lockheed Aircraft Corporation (Marietta, Ga.) assumes that its work-force for the last week in a given reporting period approximates the

1/ One smaller company deviates from the B.E.S. formula by deriving a rate based on work-time lost through absence, divided by total time worked rather than scheduled. This offers still another example of the diversity encountered in the area of absenteeism rates.

"average number of employees" during the reporting period. E. I. du Pont de Nemours and Company (Seaford, Del.), meanwhile, interprets "average number of employees" as the number of employees on the payroll at the end of the fiscal month.

An added comment along these lines is made by H. C. Lundquist, Personnel Director, White Laboratories, Inc., Kenilworth, New Jersey, as follows:

> Absentee percentage figures are the most misleading records in personnel administration. Some definite complete standard should be evolved to get a fair comparison. The B.E.S. method is a good start, but should spell out everything possible under job absence.

Percent of Work-force Absent

Another index of absenteeism is the percentage of a company's work-force absent over a given period. This ratio is calculated by 5 companies (or 7 percent) of the 74 companies computing rates of one kind or another. The formula is:

$$\frac{\text{number of employees absent during period}}{\text{number of employees on payroll during period}} \times 100 = \text{rate}$$

(Clearly this formula as stated here is subject to the same criticism as the B.E.S. one -- namely, there is no uniform procedure outlined for deriving the "number of employees on payroll". Thus the Koppers Company, Inc. (Pittsburgh, Pa.) which derives this rate obtains the denominator by taking an average of two figures: work-force at the beginning of the period, and work-force at the end of the period. The other firms computing this type of absenteeism rate do not specify how they calculate "number of employees on payroll", but in all likelihood the procedure followed is not common to all of them.)

Why is this formula used at all? The particular advantage of this method is cited by J. J. Christophel, Vice President, Sonotone Corporation, Elmsford, New York, thus:

> We do not compute absenteeism to determine work-time lost; we compute average absenteeism for each plant by dividing the total labor force of the plant into the total number of employees. This information goes to our Plant Management who use our figures when preparing labor budgets to determine the additional employees needed to cover expected absenteeism.

Rates which are available, based on this general formula, are listed in Table II.

Average Number of Days Absence per Employee

Still another relationship of absenteeism -- the average number of days absence per employee -- is derived by 4 companies (comprising 5 percent) of the 74 firms which figure absenteeism rates. The formula:

$$\frac{\text{number of man-days of absence during period}}{\text{number of employees during period}} = \text{days of absence per employee}$$

The value of this approach is upheld by Leighton I. Clothier, Personnel Manager, Minerals & Chemicals Corporation of America, Philadelphia, Pennsylvania, in these terms:

> This figure, representing days of absence rather than a percentage, is more significant when familiarizing supervisory personnel with the costs, relative standing of their group as compared with others, and extra work load that results within a department wherein excessive absenteeism exists.

Table III shows rates derived by companies employing this technique. As before, it should be noted that (with the exception of the Koppers Company, Inc.) these firms do not spell out the manner in which the "number of employees" is arrived at.

Average Number of Days Lost per Absence

One company on the Panel -- the Koppers Company, Inc., Pittsburgh, Pennsylvania -- computes absenteeism rates not only by the two methods directly above, but also in terms of the average number of days lost per absence. The formula applicable is the following:

$$\frac{\text{number of man-days lost through absence}}{\text{number of absences}} = \text{average number of days lost per absence}$$

In using this formula, cautions Van H. Viot, Industrial Relations Manager, consideration must be given to the disruptive effects of job absence; thus a person absent three different times (one day each time) during a month is more disrupting than one person who is absent once during the month for three successive days.

Absenteeism Computed as Cost

A couple of executives on the Personnel Policies Forum, dissatisfied with the various approaches outlined above, favor a direct calculation of absenteeism costs on a dollars-and-cents basis. The reasoning behind this approach is explained in the following comments by E. T. Ballard, Personnel Director, Dresser Equipment Company, Beaumont, Texas:

> For many years we have stressed to our supervisors the importance of controlling absenteeism. In so doing we have made use of an absenteeism index figure computed as recommended by the Bureau of Employment Security. However, we have found such an index figure inadequate and difficult to use on a practical basis. It is difficult for most supervisors to relate the value of a percentage-type index figure to an absenteeism problem. As long as the index figure does not fluctuate too greatly, it fails to attract the proper attention from the supervisor. Even when such index figures are used on a simple comparative basis, we feel that they are misleading and inconclusive. Productive efficiency is vastly more affected by the absence of ten top mechanics than it is by the absence of ten helpers. When comparing index figures for one month with those of another, we must always take into consideration all extraneous factors such as the progress of negotiations.
>
> Some time ago we realized the need for some additional means of evaluating our absenteeism problems. We wanted to bring these to the attention of our supervisors in a much more forceful manner. Also, we wanted something that would be more adequate for our particular needs. Fortunately, our productive setup is such that with the assistance of our cost accounting department we were able to compute -- within a reasonable degree of accuracy -- just what an absence on each job in the plant cost us per hour. Using these figures we compute our absentee costs for each department and relate these figures with the departmental budgets.
>
> By using actual dollars-and-cents values we have certainly aroused increased and continuing interest and activity on the part of our supervisors. Our supervisors are now much more active in controlling absenteeism within their department. Let us make even a minor mistake in our calculations, and the supervisor concerned immediately lets us know about it. They all check our figures in detail.

In similar vein, B. K. Wickwire, Personnel Manager at Longview Fibre Company, Longview, Washington, states that his company formerly computed absenteeism rates (using the B.E.S. formula) but found it almost impossible to find figures with which to compare their findings. He describes the method currently in use by his company in these terms:

We keep a cost of absenteeism report which shows the "premium" cost paid because of absence, regardless of whether scheduled or unscheduled. This figure is kept by divisions, and its relationship to the percent of total dollars of premium cost and the division's percent of total employees is compared.

We are able to use this method since much of the manpower at our plant works on fixed-size crews; in case of absence, a man from the previous crew is held over and paid overtime, or a man is called in to fill the crew and paid penalty time for the "call in". All payments of this kind are classified as premium cost of overtime and accumulated for each month; a report put out the first of the month shows:

Division	Premium Hours		Premium Pay	Total	No. of emp. in Div.	Percent of total emp. in plant	Percent of grand total of Prem. Cost
X	25	Overtime	$50	$54	200	10 percent	25 percent
	2	Call Time	4				
Y	0		0	0	50	2½ percent	0 percent
	0		0				
Z, etc.							

While this method is peculiarly well adapted for the type of operation involved, Panel members will readily recognize its limited applicability. Hence despite the shortcomings which have been pointed out in the most commonly used measures of absenteeism, such rates -- of the types shown in Tables I, II, and III -- will probably continue to serve as the primary measuring instruments of absenteeism.

SPECIFIC COMPANY RATES

Using Absenteeism Rates

Absenteeism rates are computed by 52 percent of larger companies and 49 percent of smaller firms participating in the Personnel Policies Forum. Yet (as noted earlier) only one-third of these companies compare the rates which they derive with rates in other companies; differences in defining absenteeism and in applying formulas have discouraged many personnel executives from making such inter-company comparisons.

At the same time, industrial relations officers find absenteeism rates extremely useful in making intra-company comparisons. As an example, here is a comment by Richard T. Walker, Personnel Director, Iron Fireman Manufacturing Company, Portland, Oregon:

> We do not lay stress on the comparison of our plant average to other like plants in the area, although we use it in our report. The breakdown and pinpointing of the areas where waste has occurred and will occur in the future, unless care is taken, is the reason behind our use of the absenteeism rate. Accordingly, our plant absentee record shows the percentage of absenteeism in each department and compares that against a plant average. Also shown is our plant average in comparison with the national absenteeism average. We show evidence to the supervisor where his department is losing controllable man-hours by attaching individual absentee records.

Obtaining Comparable Rates

Among the minority of firms which compare their own absenteeism rates with those of other companies, a variety of sources are tapped for such data. Government sources include the Bureau of Labor Statistics (BLS) at the federal level, and employment agencies at the state

level. 2/ Non-government organizations which make absenteeism information available include personnel associations, employer associations, and Chambers of Commerce. Executives also obtain information on a more informal basis by contacting personnel industrial-relations officers in other companies. In a multi-plant company or a multi-company system (the Bell System, for instance), reports on absenteeism are circulated among the various units of the organization.

Absenteeism Trends -- 1954

Panel members were asked whether absenteeism in their respective companies had increased, decreased, or remained fairly constant since the beginning of 1954. The majority (63 percent in larger companies, 52 percent in smaller firms) report a decrease in absenteeism since that time. Practically all of the remaining firms (34 percent of larger companies, 45 percent of smaller ones) have had fairly constant absenteeism rates during this year; only in 3 percent of all companies has there been an increase in the proportion of absenteeism.

The decisive factor in the decline of absenteeism, executives aver, is the economic downswing; they explain this in the following way:

> With job opportunities fewer, employees are making greater efforts to come to work. They do not care to risk their job tenure by having a poor attendance record. --William C. Dahn, Personnel Director, The Cleveland Coca-Cola Bottling Company, Cleveland, Ohio.
>
> * * *
>
> With a tighter economy, the short-term one or two day absences appear to be decreasing.--Van H. Viot, Industrial Relations Manager, Koppers Company, Inc., Pittsburgh, Pennsylvania.

Other factors, by-products of the economic downturn, which have led to a lessening of absenteeism include the decrease in overtime and in the length of the work week. Layoffs, moreover, have cut the work force down to the solid core; for example, Thomas Waaland, Vice President and Director of Industrial Relations, Corning Glass Works, Corning, New York, explains:

> With decreased employment, longer seniority employees now predominate; they are less prone to absenteeism.

Amplifying this theme is a statement by Joseph W. Kennedy, Jr., Operating Assistant to Executive Vice President, Copperweld Steel Company, Warren, Ohio:

> During periods of full operations, we find absenteeism a constant source of irritation with no apparent means of combatting it. Since our operations dropped to 40 percent of capacity, and we were forced to lay off about one-third of the younger employees, absenteeism has almost disappeared.

Editors' Note:

2/ No current over-all national figures on absenteeism rates are available. The only work which has been done in this field is by (1) the Bureau of Labor Statistics (BLS), and, (2) the National Industrial Conference Board (NICB). A BLS study of "Illness Absenteeism in Manufacturing Plants, 1947" included rates on absences per employee throughout that year, with a separate breakdown for men and women. It also contained figures on the average number of days lost per employee because of illness in 1947, and figures on the length of illness absences. Since this initial work, which was based on reports from 246 manufacturing plants, BLS has issued no further studies on absenteeism rates.

In 1952 NICB issued a survey of "Controls for Absenteeism"; in the appendix of that survey, the editors explain that during World War II they kept up a national absenteeism index for two years. However, the index was subsequently dropped because the editors believed that "absence rates collected on a broad scale for the purpose of intercompany comparisons are not applicable in specific situations."

Other reasons adduced for the fall in absenteeism since the start of 1954 include improvements in the weather, adoption of tighter absenteeism controls, and better supervisory awareness and technique (through training) in handling the problem. Thus:

> As weather becomes more moderate, the absentee rate due to respiratorial diseases declines.--M. E. Nichols, Personnel Manager, General Dry Batteries, Inc., Cleveland, Ohio.
>
> * * *
>
> Plant-wide supervisory training has reduced absenteeism rates. Our plant has improved absentee reporting, and supervision has become absentee conscious.--Personnel Officer, larger midwestern company.
>
> * * *
>
> We have held meetings with supervisors concerning this problem; we also send out comparison reports of the units or departments to supervisors.--P. D. Moore, Manager, Employee and Plant Community Relations, Carboloy Department, General Electric Company, Detroit, Michigan.

(The full scope of company actions to control absenteeism is detailed in Personnel Policies Forum survey No. 26, "Control of Absenteeism", September 1954.)

Where the above procedures have not succeeded in cutting absenteeism rates, they have in most instances enabled companies to keep absenteeism at a constant level. Only in a handful of companies, as mentioned earlier, have absenteeism rates actually risen during 1954; in these cases special conditions have generally been operative -- for example, unusually hot weather, or the alteration of a sick leave plan making more employees eligible for sick time allowance. In this last connection, one personnel-industrial relations executive offers a suggestion on reducing absenteeism rates:

> Due to area practice, utility contracts (including ours) allow time off for sickness with full pay allowance starting the first day of absence. Consequently, we have a large number of one day absences. I feel this is a mistake, and that pay allowance should not start until after the second or third day of absence due to sickness.--J. G. Koopman, General Plant Superintendent, Electric Energy, Inc., Joppa, Illinois.

Substantiating the widely-held impression among executives that absenteeism rates have decreased since the beginning of 1954, are the figures submitted by many Panel members as represented in Tables I, II, and III. These figures show a preponderance of highest absenteeism rates in January, February, or March, and of lowest absenteeism rates in May or June. As indicated above, the drop in absenteeism over this six-month period is due to moderating weather as well as to the tightened job market.

Other relationships brought out by an examination of the tables are these:

1) Absenteeism rates are much higher for female than for male employees, in practically all companies;

2) Absenteeism rates are higher for plant than for office employees, in most but not all companies;

3) Absenteeism rates representing percentages of scheduled work-time lost (Table I) for all employees, range from a low of 1.30 to a high of 6.90; a rate of 2.70 is the average (median) "all-employees" rate among Panel members;

4) Percentages representing top absenteeism rates acceptable to Panel members (Table I) go from a low of 1.00 to a high of 6.00, with a rate of 3.00 as the average (median);

5) While the average top rate considered acceptable is somewhat higher than the average absenteeism rate for all employees, only about three-fifths of the executives on the Panel are satisfied with current absenteeism rates of employees in their companies; the remaining executives cite as "acceptable", absenteeism rates which are below those compiled by their own employees.

TABLE I

PERCENT OF SCHEDULED WORK-TIME LOST (JANUARY-JUNE 1954) IN 56 COMPANIES

Industry	Company and Location	All Employees	Highest	Month	Lowest	Month	Male Employees	Female Employees	Office Employees	Plant Employees	Top Rate Considered Acceptable
Aircraft	Lockheed Aircraft Corp.[1] (Marietta, Ga.)	2.80	3.10	Feb., Mar.	2.40	June	--	--	--	--	3.00
Bags	Bemis Brothers Bag Co.[2] (St. Louis, Mo.)	--	(plant) 6.00	Apr.	(plant) 3.20	May	--	--	2.18	4.70	5.00
Chemicals	Davison Chemical Co.[3] (Bartow, Fla.)	--	--	--	--	--	--	--	1.80	--	1.00
	E. I. du Pont de Nemours and Co.[4] (Seaford, Del.)	3.25	3.60	Jan.	2.70	June	1.66	9.10	--	--	3.50
	International Minerals and Chemical Corp.[5] (Chicago, Ill.)	2.30	2.66	--	1.93	--	--	--	--	--	2.50
	Minerals and Chemicals Corp. of America[6] (Philadelphia, Pa.)	1.30	1.90	Jan.	0.90	June	1.20	2.80	1.90	0.80	--
	White Laboratories, Inc.[7] (Kenilworth, N.J.)	6.90	8.90	Apr.	5.00	Feb.	--	--	--	--	4.00
Electrical Products	Cannon Electric Co.[8] (Los Angeles, Calif.)	4.00	--	--	--	--	--	--	--	--	2.00
	General Dry Batteries, Inc.[9] (Cleveland, O.)	3.60	4.20	Jan.	3.10	May	2.50	4.60	2.20	3.90	3.00
	General Electric Co.[10] (Detroit, Mich.)	--	--	--	--	--	--	--	--	2.90	3.00
	Jack and Heintz, Inc.[11] (Cleveland, O.)	3.30	5.00	--	2.70	--	--	--	2.70	3.80	--
	The Magnavox Co. of Tennessee[12] (Greeneville, Tenn.)	--	(plant) 6.50	Feb.	(plant) 2.60	June	(plant) 3.50	(plant) 4.60	--	4.30	5.00
	Proctor Electric Co.[13] (Philadelphia, Pa.)	--	--	--	--	--	--	--	--	2.30	--
Fabricated Steel Products	Farrell-Cheek Steel Co.[14] (Sandusky, O.)	--	(plant) 2.40	Feb.	(plant) 1.50	June	(plant) 2.05	--	--	2.05	3.50
	The Lockwood Manufacturing Co.[15] (Cincinnati, O.)	3.10	4.70	--	2.10	--	2.10	1.00	0.50	2.60	3.00
	Taylor-Wharton Iron and Steel Co.[16] (High Bridge, N.J.)	1.70	2.60	--	0.90	--	1.50	2.30	1.20	1.90	2.30
	Union Steel Products Co.[17] (Albion, Mich.)	--	(plant) 2.38	Jan.	(plant) 1.71	May	(plant) 1.79	(plant) 4.23	--	2.09	2.00

TABLE I – Continued

Industry	Company and Location	All Employees	Highest	Month	Lowest	Month	Male Employees	Female Employees	Office Employees	Plant Employees	Top Rate Considered Acceptable
Furniture	Arvin Industries, Inc.[18] (Columbus, Ind.)	1.60	1.80	Jan.	1.30	June	--	--	1.50	1.60	2.00
Hardware	Allen Manufacturing Co.[19] (Hartford, Conn.)	2.90	3.60	June	2.20	Feb.	--	--	2.80	2.90	3.00
	Kwikset Locks, Inc.[20] (Anaheim, Calif.)	--	--	--	(plant) 2.79	Apr., May	--	--	--	2.99	2.07
	Presto Lock Co.[21] (Garfield, N.J.)	2.90	4.30	Apr.	2.20	June	--	--	--	--	4.00
Heating Apparatus	Iron Fireman Manufacturing Co.[22] (Portland, Ore.)	--	(plant) 3.50	--	(plant) 3.10	--	(plant) 3.18	--	--	3.18	3.50
Instruments	Robertshaw-Fulton Controls Co.[23] (St. Louis, Mo.)	--	(plant) 2.41	--	(plant) 1.79	--	--	--	--	2.13	3.00
Machinery	E.W. Bliss Co.[24] (Canton, O.)	4.10	4.40	--	3.60	--	--	--	1.80	4.70	4.00
	Caterpillar Tractor Co.[25] (York, Pa.)	2.30	2.50	--	1.70	Apr.	--	--	--	--	2.50
	The Cornelius Co.[26] (Minneapolis, Minn.)	--	(office) 4.00 (plant) 3.20	Apr. May	(office) 1.50 (plant) 2.40	June June	2.10	7.60	3.40	2.76	2.40
	Joy Manufacturing Co.[27] (Franklin, Pa.)	2.20	2.53	--	1.94	--	--	--	2.63	2.02	2.50
	P.R. Mallory and Co., Inc.[28] (Indianapolis, Ind.)	4.80	5.30	--	4.20	--	--	--	--	--	2.90
	The National Screw and Manufacturing Co. (Cleveland, O.)	--	(plant) 2.70	Mar.	(plant) 2.00	Feb.	--	--	--	2.20	--
	Torrington Manufacturing Co.[29] (Torrington, Conn.)	--	--	--	--	--	(plant) 4.00	(plant) 7.00	--	5.50	4.00
	Victor Adding Machine Co.[30] (Chicago, Ill.)	2.06	2.23	Mar.	1.77	May	1.46	3.26	1.99	2.11	2.00
Ordnance	Olin Industries, Inc.[31] (East Alton, Ill.)	1.90	2.43	Jan.	1.35	June	1.75	3.07	1.83	1.96	2.00
Paint	The Sherwin-Williams Co.[32] (Cleveland, O.)	--	(plant) 5.90	Mar.	(plant) 2.30	May	--	--	--	4.30	4.00

TABLE I – Continued

Industry	Company and Location	All Employees	Highest	Month	Lowest	Month	Male Employees	Female Employees	Office Employees	Plant Employees	Top Rate Considered Acceptable
Paper	Cincinnati Industries, Inc.[33] (Cincinnati, O.)	2.60	3.60	May	1.80	June	--	--	1.90	3.30	3.00
	Kimberly-Clark Corp.[34] (Neenah, Wisc.)	--	(plant) 2.64	Jan.	(plant) 1.65	June	--	--	--	2.02	2.00
Pipe	Orangeburg Manufacturing Co., Inc.[35] (Orangeburg, N.Y.)	4.00	5.50	June	2.90	Feb.	--	--	--	--	3.00
Plumbing Equipment	Barnes Manufacturing Co.[36] (Mansfield, O.)	2.70	3.20	Mar.	1.60	Feb., June	--	--	--	--	3.00
	The Grabler Manufacturing Co.[37] (Cleveland, O.)	2.60	2.70	Apr.	2.10	Mar.	--	--	--	--	3.00
Rubber	Baldwin Rubber Co.[38] (Pontiac, Mich.)	--	(plant) 6.40	Mar.	(plant) 5.40	June	--	--	--	6.00	3.00
	The Dayton Rubber Co.[39] (Dayton, O.)	--	(plant) 2.70	--	(plant) 1.70	--	--	--	--	2.30	2.50
Smelting and Refining	United States Smelting Refining and Mining Co.[40] (Salt Lake City, Utah)	--	--	--	--	--	--	--	--	8.00	5.00
Soap	Lever Brothers Co.[41] (New York, N.Y.)	2.90	--	--	--	--	2.50	4.40	2.40	3.00	2.00
Sugar	California and Hawaiian Sugar Refining Corp.[42] (Crockett, Calif.)	4.23	4.72	Apr.	3.31	June	3.61	7.60	3.20	5.00	4.00
Textile Products	Botany Mills, Inc.[43] (Passaic, N.J.)	2.58	3.00	Jan.	2.20	Feb.	--	--	--	--	--
	Cone Mills Corp.[44] (Greensboro, N.C.)	--	(plant) 7.59	June	(plant) 6.10	Apr.	--	--	--	6.75	5.00
	Fieldcrest Mills, Inc.[45] (Spray, N.C.)	3.50	--	--	3.20	Jan.	--	--	--	--	4.90
	Hess, Goldsmith and Co., Inc.[46] (Plymouth, Pa.)	2.39	3.10	Feb.	1.50	June	1.50	2.10	1.10	2.30	3.00
	Marion Manufacturing Co.[47] (Marion, Va.)	4.00	4.60	Mar.	3.20	Feb.	--	--	--	--	--
	United Merchants and Manufacturers, Inc.[48] (Greeneville, S.C.)	2.59	3.62	Mar.	1.76	Apr.	--	--	--	--	2.00

TABLE I – Continued

Industry	Company and Location	All Employees	Highest	Month	Lowest	Month	Male Employees	Female Employees	Office Employees	Plant Employees	Top Rate Considered Acceptable
Textile Products –Contd.	Wamsutta Mills[49] (New Bedford, Mass.)	5.00	5.90	Jan.	3.90	May	1.50	3.50	5.00	5.00	6.00
	Western Felt Works[50] (Chicago, Ill.)	--	(plant) 5.39	June	(plant) 4.36	Apr.	--	--	--	4.91	4.00
Utilities	The Empire District Electric Co.[51] (Joplin, Mo.)	1.45	1.92	--	0.94	--	--	--	--	--	2.00
	Gulf States Utilities Co.[52] (Baton Rouge, La.)	2.20	2.64	Feb.	2.03	Apr.	--	--	--	--	2.00
	Northern Natural Gas Co.[53] (Omaha, Neb.)	1.70	--	--	--	--	1.60	2.50	1.70	1.70	--
	Pacific Power and Light Co.[54] (Portland, Ore.)	2.67	3.62	Feb.	2.07	May	--	--	2.23	3.44	3.00
	Wisconsin Telephone Co.[55] (Milwaukee, Wis.)	2.44	2.52	Jan.	2.20	June	1.60	3.15	--	--	--

TABLE II

PERCENT OF WORK-FORCE ABSENT (JANUARY-JUNE 1954) IN 2 COMPANIES

Industry	Company and Location	All Employees	Highest	Month	Lowest	Month	Male Employees	Female Employees	Office Employees	Plant Employees	Top Rate Considered Acceptable
Communications Equipment	Standard Coil Products Co. Inc.[56] (Melrose Park, Ill.)	6.50	--	--	5.40	Apr.	0.50	5.50	0.50	6.00	6.00
Instruments	Sonotone Corp.[57] (Elmsford, N.Y.)	--	(plant) 3.80	Apr.	--	--	--	--	--	3.00	3.00

TABLE III

AVERAGE NUMBER OF DAYS ABSENCE PER EMPLOYEE (JANUARY-JUNE 1954) IN 4 COMPANIES

Industry	Company and Location	All Employees	Highest	Month	Lowest	Month	Male Employees	Female Employees	Office Employees	Plant Employees	Top Rate Considered Acceptable
A. Days absence per month –											
Banking	Bank of America NT and SA [58] (San Francisco, Cal.)	--	(office) .31	--	(office) .20	--	(office) .14	(office) .32	.25	--	--
Chemicals	Minerals and Chemicals Corp. of America [6] (Philadelphia, Pa.)	.27	.29	Jan.	.19	June	.24	.58	.17	.39	--
B. Days absence per year –											
Chemicals	Koppers Co., Inc. [59] (Pittsburgh, Pa.)	6.9	8.6	Jan.	--	--	--	--	4.2	7.2	8.0
Retail Trade	Red Owl Stores, Inc. [60] (Hopkins, Minn.)	--	--	--	--	--	--	--	5.6	--	9.9

FOOTNOTES

Unless specifically noted otherwise below, an employee in any of the above companies is classified as an absentee under each of the following conditions:

1) Even though his absence is subsequently excused.
2) Even if he is out less than a full day or shift.
3) For 3 work days only, when he has quit without giving proper notice.
4) For 5 work days only, when he is away from work with prior authorization (he is then classified as on leave).
5) During all of the time he is out because of sickness or accident. (The National Screw and Manufacturing Company, Cleveland, Ohio, meets all of the above conditions in its definition of job absence.)

[1] **LOCKHEED AIRCRAFT CORP.**–Absence less than full day not counted; employee counted absent for 5 work days after quit without notice; employee out with prior authorization not counted absent.

[2] **BEMIS BROTHERS BAG CO.**–Absence less than full day not counted; employee out with prior authorization counted absent for 2 weeks only.

[3] **DAVISON CHEMICAL CO.**–Employee quitting without notice not counted absent; (not specified how employee out with prior authorization, or because of sickness or accident, is classified).

[4] **E. I. DU PONT DE NEMOURS AND CO.**–Absence less than full day not counted; employee dropped from absentee rolls after 16 calendar days when quits without notice; time out, whether or not authorized, counted absence indefinitely until return.

[5] **INTERNATIONAL MINERALS AND CHEMICALS CO.**–Absence subsequently excused not counted; absence less than full day not counted; employee counted absent after quit without notice (for unspecified period); employee out with prior authorization not counted absent.

[6] **MINERALS AND CHEMICALS CORP. OF AMERICA**–Employee counted absent for 1 week after quit without notice; employee out with prior authorization counted absent either throughout absence, or during period benefits are paid–whichever is shorter.

[7] **WHITE LABORATORIES, INC.**–Employee quitting without notice not counted absent; employee out with prior authorization counted absent indefinitely until return. Rates include time out for jury duty, Summer military leave.

[8] **CANNON ELECTRIC CO.**–Employee out with prior authorization counted absent (for unspecified period).

[9] **GENERAL DRY BATTERIES, INC.**–Absence less than full day not counted.

[10] **GENERAL ELECTRIC CO.**–Absence less than full day not counted; employee counted absent after quit without notice (for unspecified period); employee out on authorized leave, or because of sickness or accident, counted absent for 10 work days only.

[11] **JACK AND HEINTZ, INC.**–Absence less than full day not counted; employee counted absent after quit without notice (for unspecified period); employee out with prior authorization counted absent (for unspecified period).

[12] **THE MAGNAVOX CO. OF TENNESSEE**–Employee counted absent after quit without notice (for unspecified period); employee out on authorized leave counted absent for 10 work days only; employee out because of sickness or accident counted absent until leave is granted.

Footnotes—Contd.

[13] **PROCTOR ELECTRIC CO.**—Employee counted absent for 2 work days after quit without notice; employee out with prior authorization not counted absent; (not specified how employee out because of sickness or accident is classified).

[14] **FARRELL-CHEEK STEEL CO.**—Employee out with prior authorization counted absent indefinitely until return.

[15] **THE LOCKWOOD MANUFACTURING CO.**—Time lost though tardiness counted as absence; employee out with prior authorization not counted absent. Overtime excluded from total of scheduled man-hours.

[16] **TAYLOR-WHARTON IRON AND STEEL CO.**—Absence less than full day not counted; employee counted absent for 5 work days after quit without notice; employee out with prior authorization not counted absent.

[17] **UNION STEEL PRODUCTS CO.**—Absence less than full day not counted; employee counted absent for 5 work days after quit without notice; employee out on authorized leave, or because of sickness or accident, counted absent for 1 week only.

[18] **ARVIN INDUSTRIES, INC.**—Employee counted absent for 1 week after quit without notice; employee out on authorized leave, or because of sickness or accident, counted absent for 1 week only.

[19] **ALLEN MANUFACTURING CO.**—Employee counted absent if out half day or more; employee counted absent for 5 work days after quit without notice; employee out with prior authorization counted absent (for unspecified period).

[20] **KWIKSET LOCKS, INC.**—Absence less than full day not counted; employee counted absent for 5 work days after quit without notice; employee out on authorized leave counted absent for 6 months.

[21] **PRESTO LOCK CO.**—Absence less than full day not counted; employee out on authorized leave, or because of sickness or accident, not counted absent.

[22] **IRON FIREMAN MANUFACTURING CO.**—Employee counted absent after quit without notice (for unspecified period).

[23] **ROBERTSHAW-FULTON CONTROLS CO.**—Employee counted absent after quit without notice (for unspecified period); employee out with prior authorization not counted absent. Rates exclude time lost through occupational accidents.

[24] **E. W. BLISS CO.**—Absence less than full day not counted; employee counted absent for 5 work days after quit without notice; employee out with prior authorization counted absent indefinitely until return.

[25] **CATERPILLAR TRACTOR CO.**—Employee quitting without notice not counted absent; employee out with prior authorization not counted absent.

[26] **THE CORNELIUS CO.**—Employee counted absent for 5 work days after quit without notice; employee out with prior authorization counted absent (for unspecified period). Office employee rates apply to 2nd quarter only.

[27] **JOY MANUFACTURING CO.**—Employee counted absent for half-day if tardy 1 hour or more; employee counted absent for 5 work days after quit without notice; employee out because of sickness or accident counted absent for 5 work days only.

[28] **P. R. MALLORY AND CO. INC.**—Absence less than full day not counted; employee counted absent after quit without notice (for unspecified period); employee out because of sickness or accident counted absent for 5 work days only.

[29] **TORRINGTON MANUFACTURING CO.**—Employee quitting without notice not counted absent; employee out with prior authorization counted absent for 1 work day only.

[30] **VICTOR ADDING MACHINE CO.**—Absence less than full day not counted; employee counted absent after quit without notice (for unspecified period); employee out on authorized leave, or because of sickness or accident, counted absent for 30 days. Rates exclude time lost through jury duty or military encampment duty.

[31] **OLIN INDUSTRIES, INC.**—Absence less than full day not counted; employee counted absent after quit without notice (for unspecified period); employee out with prior authorization not counted absent; employee out because of sickness or accident counted absent for 5 work days only.

[32] **THE SHERWIN-WILLIAMS CO.**—Absence less than full day not counted; employee out with prior authorization counted absent indefinitely until return.

[33] **CINCINNATI INDUSTRIES, INC.**—Absence less than full day not counted; employee counted absent after quit without notice (for unspecified period); employee out with prior authorization not counted absent. Rates based on: work-time lost through job absence, divided by work-time actually worked.

[34] **KIMBERLY-CLARK CORP.**—Absence less than full day not counted; employee counted absent for 5 work days after quit without notice; employee out on authorized leave counted absent for 1 month; employee out because of sickness or accident counted absent for 1 week only.

[35] **ORANGEBURG MANUFACTURING CO., INC.**—Absence less than full day not counted; employee counted absent for 1 week after quit without notice; employee out with prior authorization counted absent for 1 week only.

[36] **BARNES MANUFACTURING CO.**—Absence less than full day not counted; employee counted absent after quit without notice (for unspecified period); employee out on authorized leave, or because of sickness or accident, counted absent for 30 days.

[37] **THE GRABLER MANUFACTURING CO.**—Absence less than full day not counted; employee counted absent after quit without notice (for unspecified period); employee out on authorized leave, or because of sickness or accident, counted absent for 3 work days only.

[38] **BALDWIN RUBBER CO.**—Absence subsequently excused not counted; employee out with prior authorization not counted absent.

[39] **THE DAYTON RUBBER CO.**—Employee out on authorized leave, or because of sickness or accident, counted absent for 1 week only.

[40] **UNITED STATES SMELTING REFINING AND MINING CO.**—Absence less than full day not counted; employee counted absent after quit without notice (for unspecified period); employee out with prior authorization counted absent indefinitely until return.

[41] **LEVER BROTHERS CO.**—Employee quitting without notice not counted absent; employee out with prior authorization counted absent for 5 work days only; employee out because of sickness or accident counted absent only untill all sick pay has been exhausted.

Footnotes—Contd.

[42] **CALIFORNIA AND HAWAIIAN SUGAR REFINING CORP.**—Absence less than full day not counted; employee counted absent after quit without notice (for unspecified period); employee out with prior authorization counted absent for 10 work days only; employee out because of sickness or accident counted absent for 1 year.

[43] **BOTANY MILLS, INC.**—Employee counted absent after quit without notice (for unspecified period); employee out with prior authorization counted absent for 1 week only; employee out because of sickness or accident counted absent for 30 days.

[44] **CONE MILLS CORP.**—Employee counted absent after quit without notice (for unspecified period); employee out on authorized leave, or because of sickness or accident, counted absent for 30 days.

[45] **FIELDCREST MILLS, INC.**—Employee counted absent after quit without notice (for unspecified period); employee out with prior authorization counted absent for 30 days.

[46] **HESS, GOLDSMITH AND CO., INC.**—Employee counted absent after quit without notice (for unspecified period); employee out with prior authorization not counted absent.

[47] **MARION MANUFACTURING CO.**—Absence less than full day not counted; employee out with prior authorization counted absent (for unspecified period).

[48] **UNITED MERCHANTS AND MANUFACTURERS INC.**—Employee counted absent for 1 week after quit without notice; employee out on authorized leave counted absent for 1 year.

[49] **WAMSUTTA MILLS**—Absence subsequently excused not counted; employee counted absent after quit without notice (for unspecified period); employee out with prior authorization not counted absent.

[50] **WESTERN FELT WORKS**—Employee counted absent after quit without notice (for unspecified period); employee out with prior authorization counted absent (for unspecified period); (not specified how employee out because of sickness or accident is classified).

[51] **THE EMPIRE DISTRICT ELECTRIC CO.**—Employee counted absent after quit without notice (for unspecified period); employee out with prior authorization counted absent indefinitely until return.

[52] **GULF STATES UTILITIES CO.**—Employee quitting without notice not counted absent; employee out with prior authorization not counted absent. Rates exclude time lost through occupational injuries.

[53] **NORTHERN NATURAL GAS CO.**—Employee quitting without notice not counted absent; employee out with prior authorization counted absent indefinitely until return or termination. Rates cover period from Nov. 1, 1953 to April 30, 1954.

[54] **PACIFIC POWER AND LIGHT CO.**—Employee counted absent after quit without notice (for unspecified period); employee out with prior authorization counted absent (for unspecified period). Rates include time out for jury duty.

[55] **WISCONSIN TELEPHONE CO.**—Employee counted absent if out half day or more; employee counted absent after quit without notice (for unspecified period); employee out with prior authorization not counted absent. Rates exclude time lost through jury duty and military training.

[56] **STANDARD COIL PRODUCTS CO. INC.**—Employee out with prior authorization not counted absent; employee out because of sickness or accident counted absent only until company is notified.

[57] **SONOTONE CORP.**—Absence less than full day not counted; employee counted absent for 2 work days after quit without notice; employee out with prior authorization not counted absent; employee out because of sickness or accident counted absent until leave is granted.

[58] **BANK OF AMERICA NT AND SA**—Absence less than full day not counted; employee counted absent for 1 week after quit without notice; employee out with prior authorization, or because of sickness or accident, counted absent for 1 week only. Rates exclude time out for jury duty, include absence paid for under company sickness benefit plan.

[59] **KOPPERS CO., INC.**—Absence less than full day not counted; employee quitting without notice counted absent until company notified; employee out with prior authorization not counted absent.

[60] **RED OWL STORES, INC.**—Employee counted absent for 2 work days after quit without notice; employee out with prior authorization, or because of sickness or accident, counted absent for 10 work days only.

EVOLVING A UNIFORM PROCEDURE

A number of personnel executives, in replying to this questionnaire, lamented the lack of a uniform procedure in measuring absenteeism and seconded our efforts to come up with such a yardstick. Two of these Panel members phrased their comments as follows:

> I am in hearty accord with your objective of securing agreement on definitions of absenteeism in order to make possible more widespread comparison of data on absenteeism.--W. P. Bell, Personnel Manager, California & Hawaiian Sugar Refining Corporation, Crockett, California.
>
> * * *
>
> If a uniform system of computing absenteeism rates could be adopted, we would like to use such a plan and be able to compare with other companies.--R. J. Chappelow, Personnel Director, Western Felt Works, Chicago, Illinois.

Encouraged by these and other remarks in like vein, and in the face of a clear need for such an attempt, we are herewith venturing to set forth an all-inclusive definition of absenteeism and a preferred method of computing absenteeism rates. This definition and method represent the practices followed by a majority of the executives participating in the Personnel Policies Forum.

A Uniform Definition

The consensus of Panel members is that an employee should be considered "absent" under any of the following conditions:

(1) If he fails to report for work as scheduled for less than a full day or shift; (All tardiness of an hour or more should be included in lost-time totals).

(2) Even though his absence is subsequently excused.

(3) For three work days only, when he has quit without giving proper notice.

(4) For five work days only, when he is out with prior authorization; after that time he should be classified as being on leave.

(5) During all of the time he is out because of sickness or accident, whether occupational or nonoccupational.

(Points (4) and (5) recommend that an employee be considered absent only for the first five work days, when he is out on authorized leave for reasons other than sickness or accident. When an employee fails to report because of sickness or accident, he should be counted absent indefinitely -- regardless of whether or not his company places him in the "leave" category at some stage of his period of disability.)

Failure to report for work because of death or illness in the family should be counted as job absence; however, time out for vacations, jury duty, or military encampment duty should be excluded from absence totals.

A Uniform Method of Computing Rates

The survey shows that the method used by the great majority of companies in calculating absenteeism rates is along the lines of the formula used by the Bureau of Employment Security of the United States Department of Labor. This formula is stated broadly as follows:

$$\frac{\text{number of man-days lost through job absence during period}}{\text{(average number of employees) X (number of work days)}} \times 100 = \text{rate}$$

To ensure that this formula be applied in a uniform manner (in line with suggestions by Mr. Bugas of Ford Motor Company and others), it is suggested that "employee" should refer only to the number on the payroll, and that the "average number" be obtained by this process: deriving one figure for the first payroll in the period, another for the last payroll in the period, then adding these numbers together and dividing the sum by two. In deriving the "number of work days", all overtime work should be excluded from the computations.

NOTE: If you wish to compare absenteeism rates in your company with rates in other companies, you may submit (on the tearsheet which follows) rates for your employees, using the standard formula suggested above. A future report will incorporate all rates submitted by companies in response to this offer; copies will be sent upon request to companies submitting these data.

(tearsheet)

IF YOU WOULD LIKE TO COMPARE ABSENTEEISM RATES of employees in your company with rates in other companies --

then compute the rates for your employees: (1) using the following formula, and (2) applying the criteria recommended below in its application.

FORMULA:

$$\frac{\text{number of man-days lost through job absence during period}}{\text{(average number of employees) X (number of work days)}} \times 100 = \text{rate}$$

"Number of man-days lost" - should include failure to report for scheduled work under any of these conditions:

(1) failure to report for less than a full day or shift; all tardiness of an hour or more should also be counted as work-time lost;
(2) even though absence is subsequently excused;
(3) for the first three work days only, when an employee has quit without giving proper notice;
(4) for the first five work days only, when an employee is out with prior authorization for reasons other than sickness or accident;
(5) all the time an employee is out because of sickness or accident (occupational or nonoccupational), and regardless of whether or not the employee is placed on sick leave;
(6) time out because of sickness or death in family.

[Note: Vacations, jury duty, and military training should not be counted as absence.]

"Average number of employees" - derive the number of employees on the first payroll in the month, and on the last payroll in the month; add these two figures, then divide the sum by 2.

"Number of work-days" - exclude days which consist entirely or primarily of overtime work.

(Round off all totals on days lost or days of plant operation to the nearest quarter (1/4) of a day. A full work day is 8 hours, a half-day is 4 hours, a quarter-day is 2 hours long. After an even whole number, lower the fraction -- for example, 20 days and 5 hours becomes 20½ days; after an odd whole number, raise the fraction -- thus 21 days and 5 hours becomes 21 and three-fourths days.)

Absenteeism Rates in My Company for Three Months of 1954 were: (if your data are not broken down in all of these categories, please submit those which are available)

ALL EMPLOYEES			OFFICE EMPLOYEES			PLANT EMPLOYEES			MALE EMPLOYEES			FEMALE EMPLOYEES		
Feb.	July	Oct.	Feb.	July	Oct.	Feb.	July	Oct.	Feb.	July	Oct.	Feb.	July	Oct.

Your name_____ Title_____

Your company_____

Address _____ City, State_____

Type of industry_____

Number of employees covered by these rates _____

Please check here if you wish these rates kept confidential ☐
Check here if you would like a copy of the report based on these data ☐

Mail to: The Bureau of National Affairs, Inc., 1231-24th St. N.W., Washington, D.C.
Att: Fred Joiner

(detach here)

PREVIOUS PERSONNEL POLICIES FORUM SURVEYS

1. Manpower Planning for the Emergency, March, 1951
2. Status of First-Line Supervisors (Compensation, Authority, and Benefits for Foremen), April, 1951
3. Is Management Listening? May, 1951
4. Plant Labor-Management Committees, June, 1951
5. Recruiting College Graduates, July, 1951
6. Employees' Financial Problems, August, 1951
7. Christmas and Year-End Personnel Problems, October, 1951
8. Foreman Training, January, 1952
9. The Personnel Executive (His Title, Functions, Staff, Salary and Status), February, 1952
10. White-Collar Office Workers (Their Working Conditions, Benefits and Status), April, 1952
11. Executive Development, May, 1952
12. Building Employee Morale, July, 1952
13. Choosing Better Foremen, August, 1952
14. Supervisory Merit-Rating, September, 1952
15. Communications to Employees, November, 1952
16. Fringe Benefits for Supervisors, January, 1953
17. The Personnel-Industrial Relations Function, March, 1953
18. Community Relations, August, 1953
19. Personnel Testing, September, 1953
20. The Older Worker, October, 1953
21. Administration of Pension Plans, November, 1953
22. Earnings of First-Line Supervisors, January, 1954
23. Evaluating a Personnel-Industrial Relations Program, February, 1954
24. Employment Stabilization, April, 1954
25. Administration of Health and Welfare Plans, July, 1954
26. Control of Absenteeism, September, 1954

X